❖ **Commonwealth Center**
FOR HIGH-PERFORMANCE ORGANIZATIONS, INC.

MODULE II: EVOLUTION OF "THE NATURE OF WORK"

BUILDING HIGH-PERFORMANCE ORGANIZATIONS FOR THE TWENTY-FIRST CENTURY

cchpo@aol.com ❖ 804/978-1749
John W. Pickering, Ph.D.

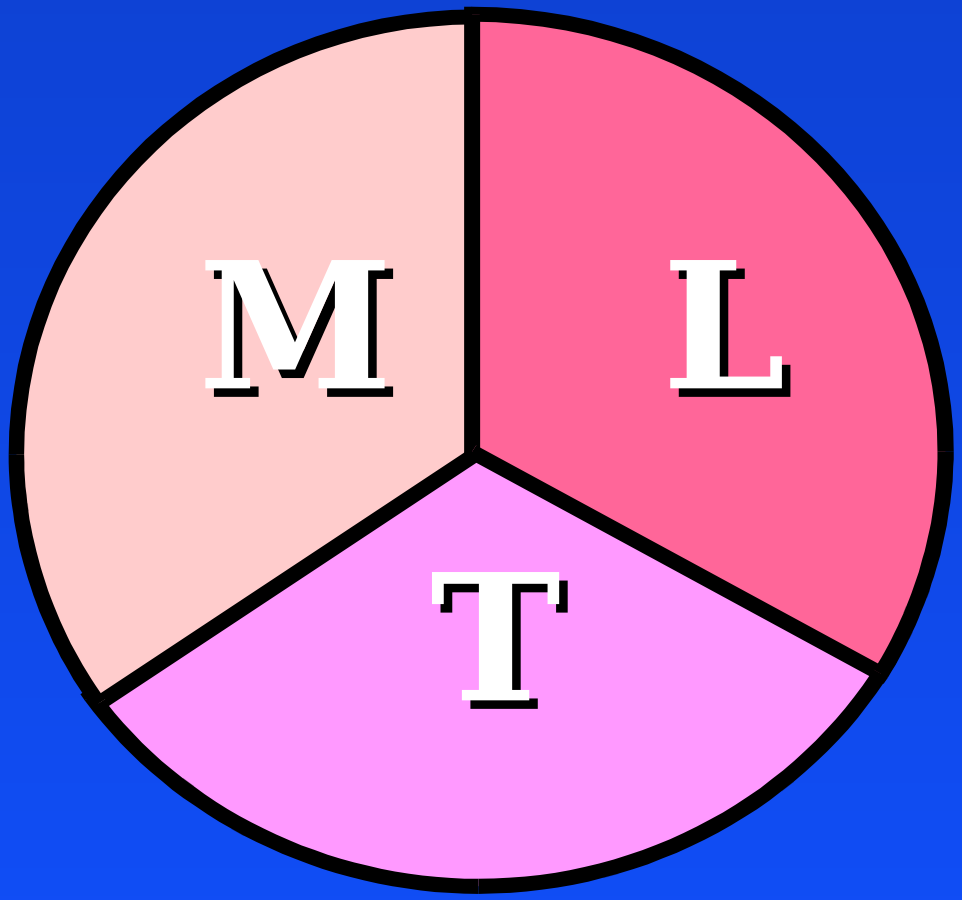
Building High-Performance Organizations

The Evolution of "THE NATURE OF WORK"

before

1800

Crafts Model



Work is Holistic

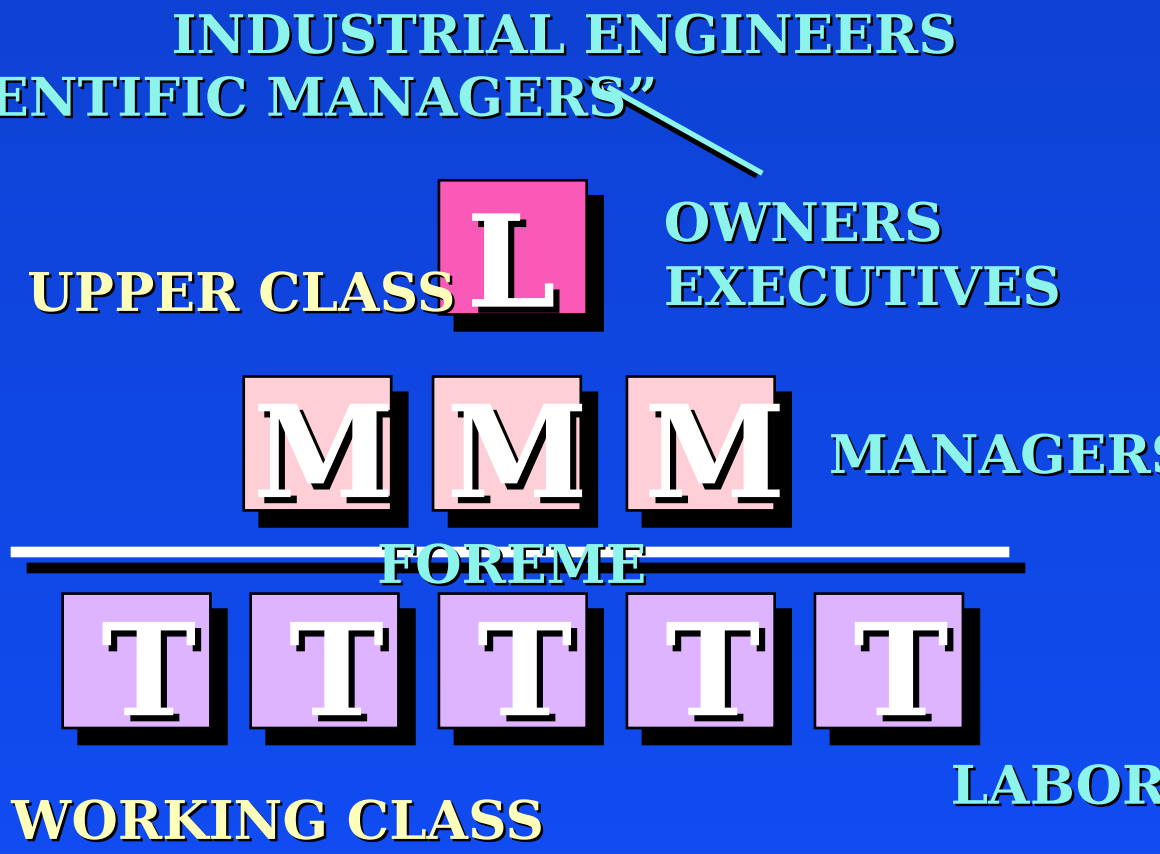
The Evolution of "THE NATURE OF WORK"

1900

INDUSTRIAL MODEL

Division of Labor

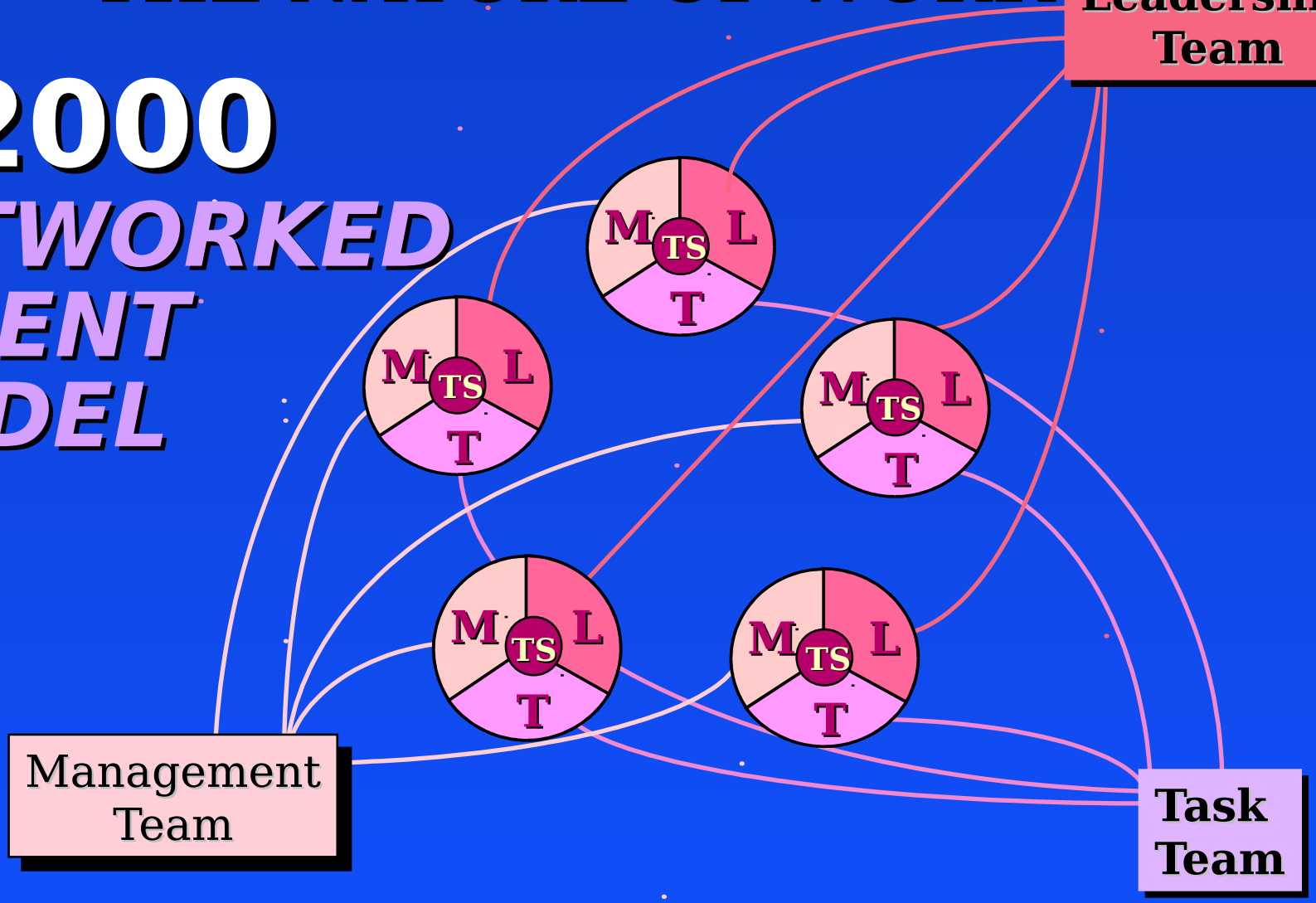
- Vertical
- Horizontal



The Evolution of "THE NATURE OF WORK"

2000

NETWORKED TALENT MODEL



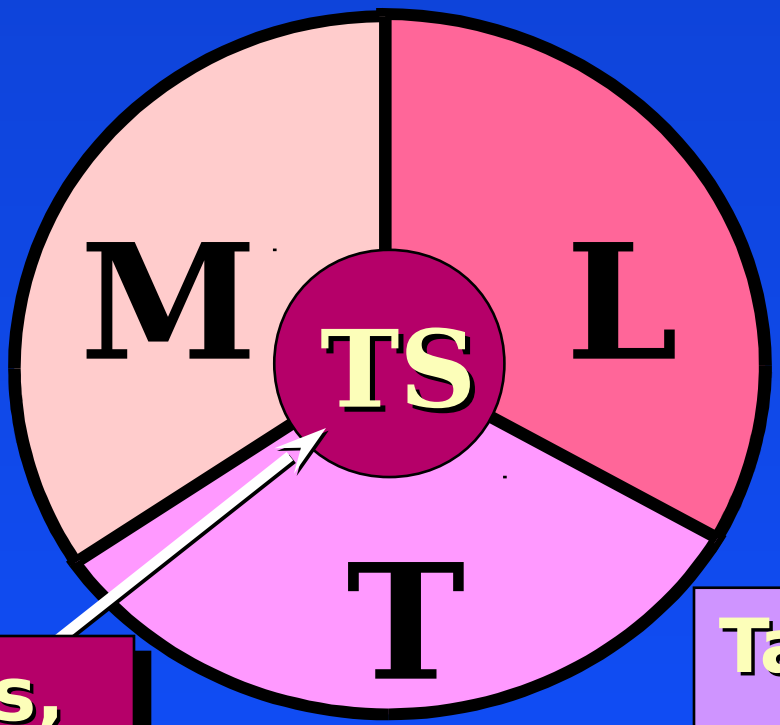
The Evolution of "THE NATURE OF WORK"

"Work" is Holistic in the Networked Talent Model

Management

Skills, Abilities, and Behaviors

- Causal Modeling/Systems Analysis
- Performance Planning
- Project Management and Execution
- People Development
- Plan Implementation, Monitoring, and Adjustment
- Outcome/Results



Leadership

Skills, Abilities, and Behaviors

- Strategic Customer Value Analysis
- Vision/Values to Strategy/ Structure/Systems
- Integration / Stewardship
- Learning/Thinking/Changing/ Renewing

Team Skills,

Abilities, and Behaviors

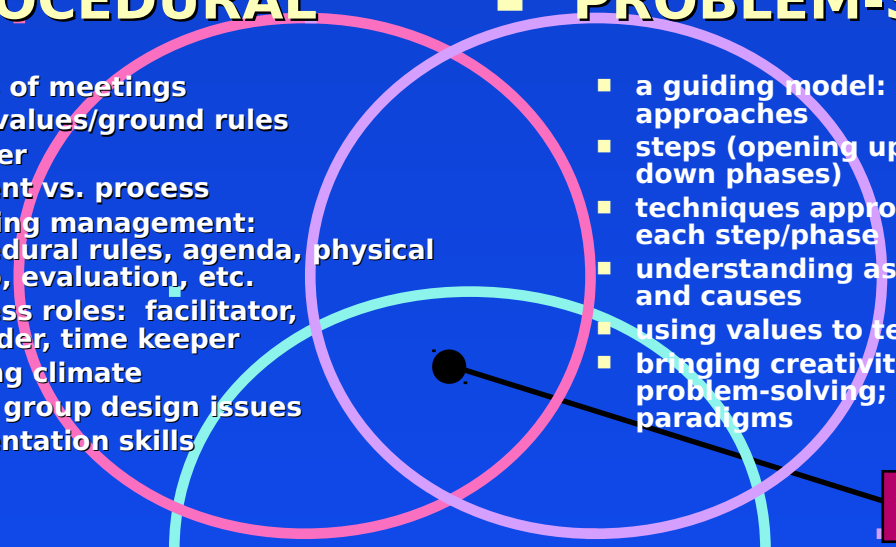
- see the following slide for these

Task/Technical

Skills, Abilities, and Behaviors

Building High-Performance Organizations

Team
Skills, Abilities and Behaviors



PROCEDURAL

- types of meetings
- core values/ground rules
- charter
- content vs. process
- meeting management: procedural rules, agenda, physical setup, evaluation, etc.
- process roles: facilitator, recorder, time keeper
- setting climate
- large group design issues
- presentation skills

PROBLEM-SOLVING

- a guiding model: theory and approaches
- steps (opening up and closing down phases)
- techniques appropriate in each step/phase
- understanding assumptions and causes
- using values to test outcomes
- bringing creativity into problem-solving; breaking paradigms

SURVIVAL KIT

BEHAVIORAL

PERSONAL LEVEL

- personal change (Covey's 7 Habits)
- personality differences (MBTI)
- individual management styles (Grid)
- learning styles
- personal vs. organizational values
- diversity
- personal case study

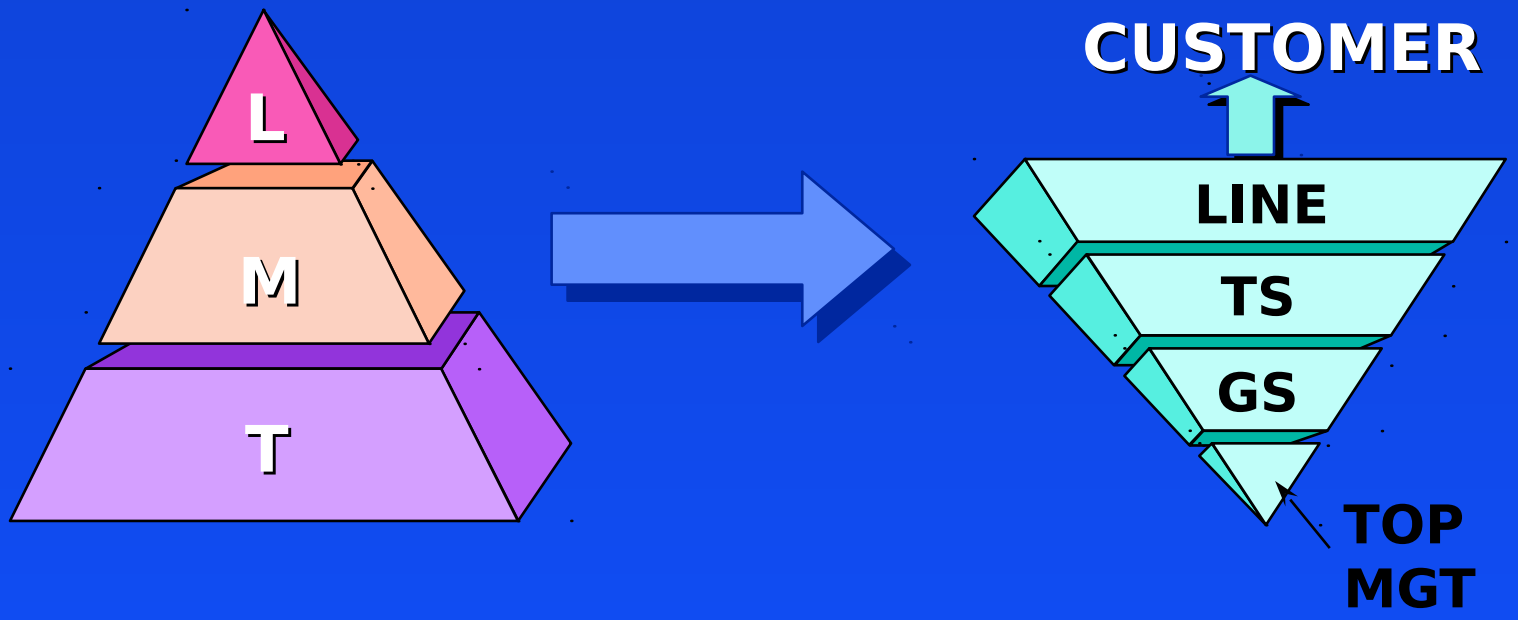
INTERPERSONAL LEVEL

- communication (style, ego states, non-verbal, assumptions, obtaining information, listening)
- feedback and coaching
- appreciating differences
- conflict management and negotiation
- difficult people
- dealing with feelings and emotion

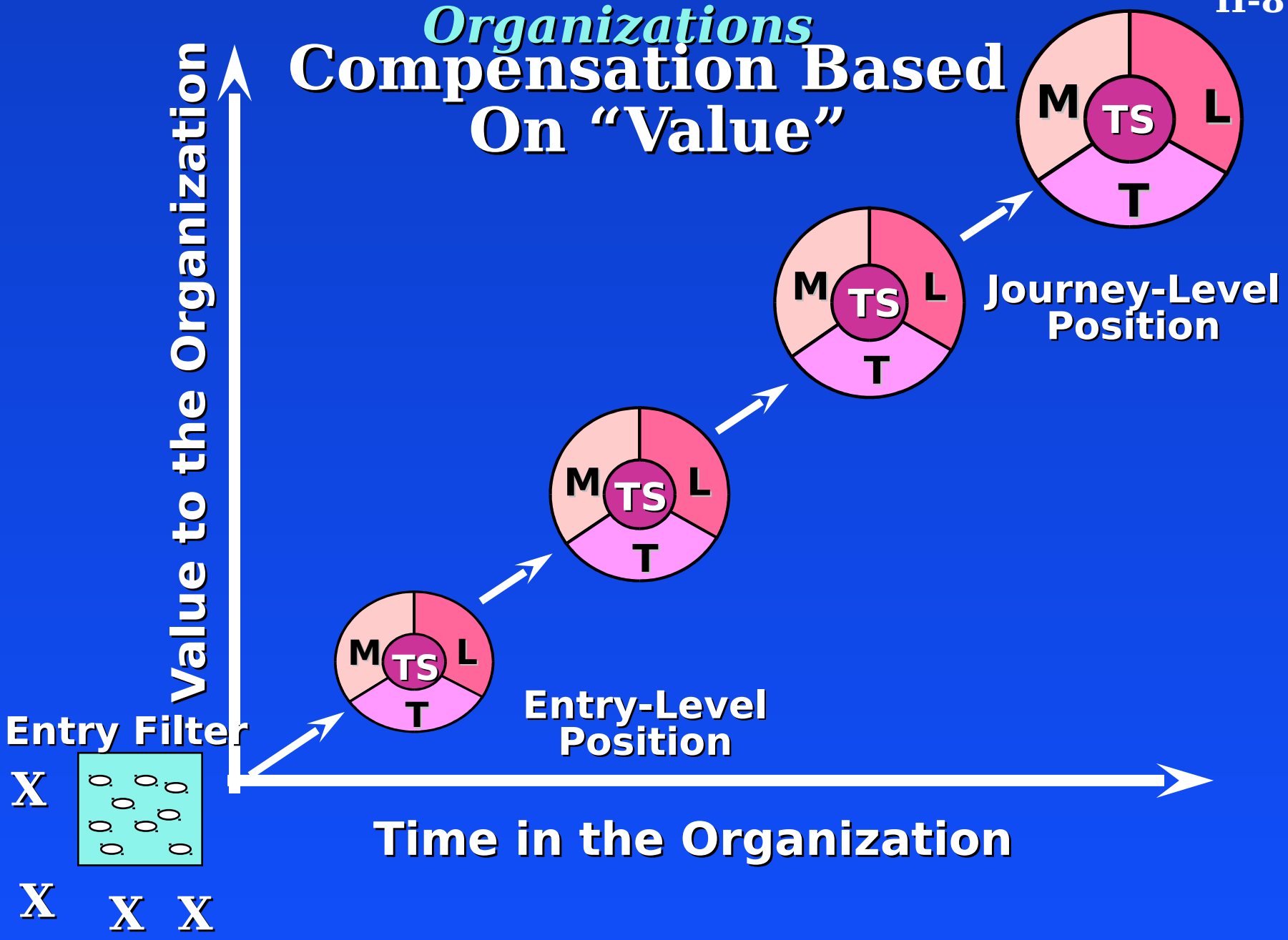
TEAM LEVEL

- what is a team?
- types of teams
- team dynamics and stages of development
- team roles
- culture change
- dealing with resistance
- team building
- characteristics of high-performance teams

The Evolution of "THE NATURE OF WORK"



Compensation Based On "Value"



Compensation Based On "Value"